

Kathmandu University School of Management
Bachelor of Business Administration
Course Syllabus

Course Title	ORGANIZATIONAL BEHAVIOR
Course Code Number	HRM 320
Credit Hours	3
Course Objective	
Main Objective	The objective of the course is to provide basic essentials, concepts and applications of organizational behavior so as to enable the participants explain, predict and control human behavior at work and prepare them in pursuing advanced management courses.
Learning Unit	
Learning Unit One Net Contact Hours -3 hrs	1. Introduction to Organizational Behavior Meaning of OB; Objectives of Systematic Study of OB; Primary Disciplines Contributing to OB; <i>Challenges and Opportunity for OB</i> ; Models of Organizational Behavior.
Learning Unit Two Net Contact Hours – 18 hrs	2. The Individual in the Organization 2.1 Key Variables Affecting Individual Behavior Biographical Characteristics; Ability; Learning; Perception and Individual Decision Making; Personality and Values, Attitudes and Job Satisfaction; Implications of individual Behavior in Performance and Satisfaction. 2.2 Motivation Concepts and Applications Basic motivation process; Early theories of motivation; Contemporary theories of motivation; Application of Motivational Concepts: Employee involvement programs, Using rewards to motivate employees, Motivating by Job Design.
Learning Unit Three Net Contact Hours - 15 hrs	3. Groups in the Organization 3.1 Understanding Groups and Teams Basic group concepts and classification; Stages of group development; Group Decision Making; Team versus groups; Types of teams; Developing and managing effective teams; Turning individuals into team players. 3.2 Communication Meaning and functions of communication; The communication process; Methods of communicating; Communication networks; Barriers to effective communication; Cross-cultural communication. 3.3 Leadership Concepts of leadership; Managers versus leaders; Leadership traits and skills; Leadership behavioral-tasks vs. people orientation; Charismatic leadership, Situational theory of leadership: Transactional and Transformational leadership behaviors. 3.4 Power and Influence Concepts of power and influence; Bases and sources of power; Dependency: The key to power; Influencing tactics and outcomes. 3.5 Stress and conflict management Concepts of stress and conflict; Intention and outcomes of conflict; Consequences of stress; Managing stress and conflict.
Learning Unit Four Net Contact Hours - 12 hrs	4. The Organization System 4.1 Foundations of Organization Structure Meaning of structure; Key elements of the organization structure. 4.2 Organization Design Common organizational design: The simple structure, The bureaucracy, The matrix structure, The contingency variables affecting organization design; New options in organization design: The team-based structures, The virtual organization, The boundaryless organization, Organization structure and employee behavior. 4.3 Organizational Culture Defining organizational culture, Functions of culture; Creating and sustaining culture, How employees learn culture.

	4.4 Organizational Change and Development Meaning of change, Forces for change; Resistance to change; Approaches to managing change: Changing structure, Changing technology, Changing people; Managing change through organizational development; Contemporary issues in organizational change: Stimulating innovation, Changing organizational culture.	
Total Contact Hours	48 hrs (excluding assessment and final examination)	
Basic Text	Robbins, S. P., Judge, T. A. (2012). <i>Organizational behavior</i> (13 th ed.). New Delhi: PHL Learning.	
Other References	Pareek, U. (2007). <i>Understanding of Organization Behavior</i> (2 nd ed.). New Delhi: Oxford University Press	
Evaluation Scheme	In-Semester evaluation	50%
	End-Semester evaluation	50%
	Total	100%

Updated February 2017